

# **Procurement Modernization Commission**

## **Workforce Workgroup Minutes**

Thursday, July 14, 2016  
10 AM - 12 PM

### **A. Participants:**

Monica Best-James – Blind Industries and Services of Maryland  
Sheryl Brissette Chapman – The National Center for Children and Families  
Doug Carrey-Beaver – OAG, DOIT  
Janae Claiborne – Blind Industries and Services of Maryland  
Gabriel Gnall –Procurement Advisor, BPW  
Kevin Igoe – Chief of Staff, DBM  
Herb Jordan – GOMA  
David Lasher – DHMH, DOIT  
Sheila McDonald – Executive Secretary, BPW  
Suzette Moore – Assistant Secretary, DGS  
Marc Nicole – Deputy Secretary, DBM  
Devan Perry – BPW  
Eileen Straughan – Straughan Environmental, LLC  
Jamie Tomaszewski – Chief of Procurement, DBM

### **B. Minutes:**

**1.** The meeting commenced at 10 a.m. with introductions and a review of the duties assigned to the Workforce Workgroup, namely:

- (a) Standardizing best practices and COMAR interpretations across all State agencies;
- (c) Developing Statewide procurement procedures manual, divided by industry sector;
- (d) Developing Statewide procurement training curriculum;
- (e) Addressing impediments to attracting and retaining quality procurement staff; and
- (f) Developing self-directed training module for businesses to learn how to bid on State contracts.

**2.** Workgroup members then provided updates on assigned action items from the 6/29/2016 Workgroup meeting:

**a. Salary and compensation: Complete analysis of job classifications for consideration of possible recommendations.**

DBM reported and distributed information on procurement salaries in an effort to move toward a recommendation on the State's procurement classifications at the previous meeting. Discussions towards a recommendation focused on retaining

quality procurement staff by providing opportunities to learn and grow; performance and certification incentives for raises (grade/step increases); a work salary structure that provides opportunities for advancement within procurement; and other ways to motivate young professionals when job retention is not as important to them. In addition to basic procurement training for all procurement staff, other suggestions included “tour of duty” rotational work between departments; cross training between buyers, procurement officers, and compliance management; contract administration training; minimum education required at certain grade levels; and certifications for certain grade levels. Follow-up for next meeting: Create draft recommendation.

**b. Distribute webpages mock-up to committee members for further review and comment.**

The *eMaryland Marketplace* (eMM) webpages were distributed after the 6/29/2016 meeting for review and comment by the committee. The response was favorable with requests to make the production web link available to test the site’s accessibility and make final recommendations to use the eMM webpages as a starting point for the Maryland.gov procurement home page to address the development of self-directed training modules for businesses to learn how to “bid” on State contracts. Suggestions and feedback included ensuring that businesses are able to find information that they need; providing a customer service component; and include the Preferred Providers.

**c. Procurement Manual. Develop draft recommendation for the State’s procurement manual.**

DBM submitted to the workgroup a draft recommendation for the State’s procurement manual and best practices. The workgroup discussed ensuring that the recommendation provided an appropriate level of resources and time to include actual dates for completing the manual; establishing a process of internal review among other agencies and a public comment period; and developing a training program after the manual and best practices are completed. Sheila McDonald volunteered to work with a few workgroup members to edit and update the draft for review by the entire workgroup.

**d. Gap analysis, starting with a determination of factors affecting Maryland’s procurement ranking in Governing Magazine article.**

This item was tabled until the next workgroup meeting.

**e. Create Excel Spreadsheet with five tabs as repository for draft recommendations, related comments, and information; and**

**f. Recommendations and comments from the Workforce Workgroup members.**

The feedback and comments received are being compiled for the workgroup to consider for the draft recommendations. Some comments were sent to all workgroup

members via email. Continue to submit comments to Jamie Tomaszewski to include in the Recap.

**3. Structure of Procurement.** The workgroup continued the discussion of having a centralized or decentralized structure of procurement in Maryland. Concerns raised by the business community about inconsistencies in the State's procurement processes crossed over to the University System of Maryland and county governments that are exempt or not part of the State's procurement under Title 21. Suggestions were made that local governments should be required to use the State's statewide contracts or that they follow Title 21 if they want to receive State funding. A possible recommendation for a State Chief Procurement Officer (CPO) was to create a new Department of Procurement (DOP) with the CPO as head of the agency to include a training staff and Assistant Attorney Generals (AAGs) to provide consistent procurement training and guidance for all agencies. Instead of control agencies, the DOP would have specialized units for services, information technology, maintenance, architecture and engineering, etc. to oversee agency procurements. Procurement officers could be embedded in the agencies from the DOP, like AAGs are from the Office of the Attorney General. The discussion emphasized that agencies need to maintain control of what procurements happen for that agency. Challenges as to who would be the authority and enforcement for procurement protocols were discussed along with support of the current structure with a centralized training program. Again, the workgroup members concurred that standardization of procurement practices and training, currently lacking in the existing procurement structure, would benefit the State, and could be executed quickly to have immediate results.

**4.** The meeting concluded around noon with an announcement of the next meeting and determination and assignment of next steps as follows (*parties assigned*):

- a.** Salary and compensation: Develop draft recommendation (*DBM*);
- b.** Website: Provide workgroup with access to production webpages for further review and comment. (*DBM and DoIT*);
- c.** Procurement Manual: Update/edit draft recommendation related to Procurement Manual (*Shiela McDonald, Gabe Gnall, David Lasher and Eileen Straughan*).
- d.** (Tabled from 6/29/2016 meeting) Gap analysis: Follow up with Governing magazine contacts to determine factors affecting Maryland's procurement ranking in the *Governing* magazine article "Purchase Power" by Liz Farmer (*Merril Oliver*).

**C. Next Workforce Workgroup Meeting:**

- a.** Thursday, August 11, 2016, at 2 p.m.
- b.** Same location: DBM, 45 Calvert Street, Room 158, Annapolis, MD 21401

- c.** The next three workgroup meetings have been scheduled and email invitations were sent to all members – August 11<sup>th</sup>, August 25<sup>th</sup>, and September 14<sup>th</sup>.

**D.** The Procurement Modernization Commission Meetings:

- a.** Draft recommendations are due to the Lt. Governor on September 15<sup>th</sup>;
- b.** The next three Commission meetings are July 28<sup>th</sup>, August 25<sup>th</sup>, and September 20<sup>th</sup>.